



BUILDING ATLANTA



Welcome and Permitting Improvement Project Overview

 James Shelby,
Commissioner, Department of Planning and Community Development

Permitting Improvement Project

 Luz Borrero
Deputy Chief Operating Officer, Office of the Mayor

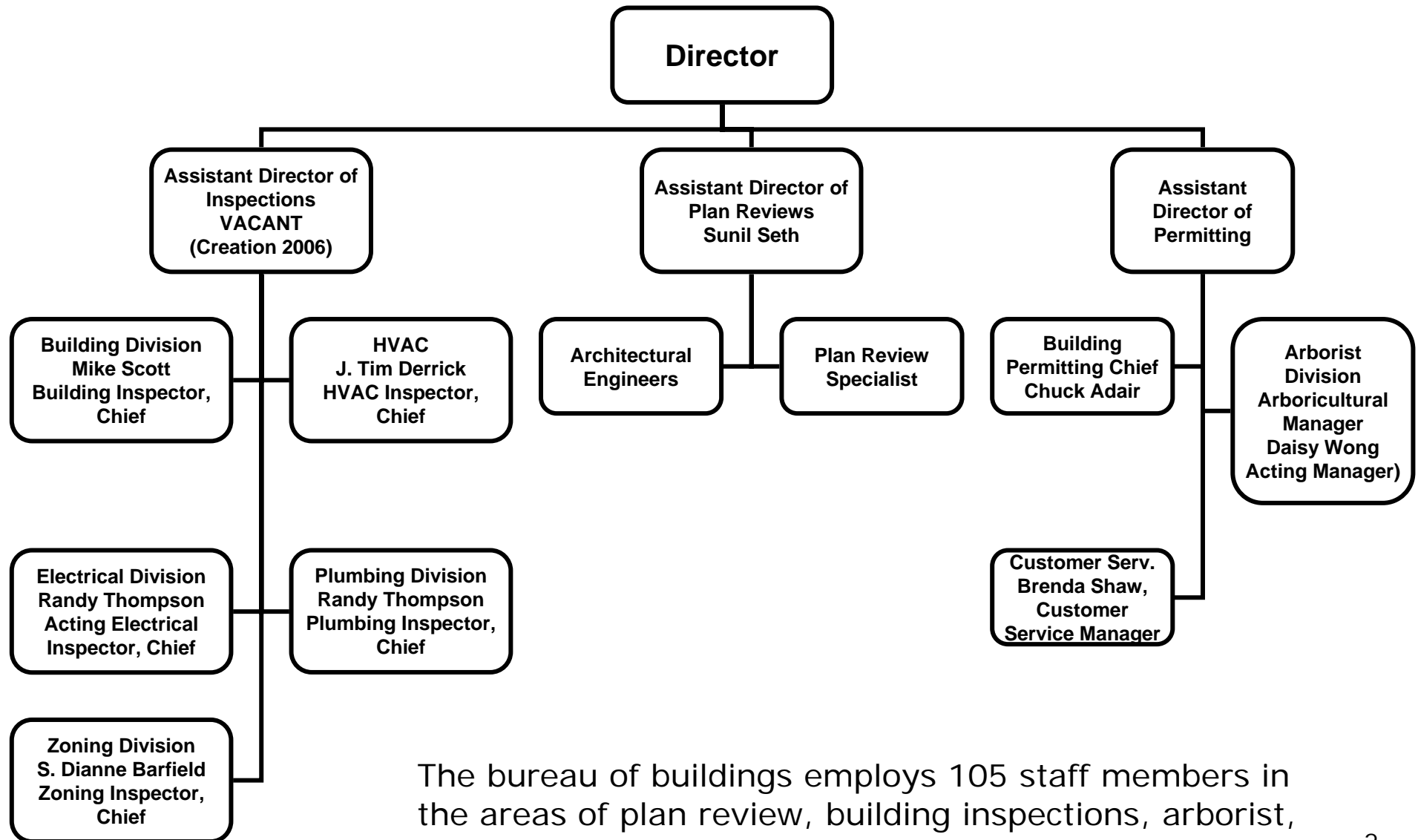
Site Development Process Improvements

 Joseph Basista,
Deputy Commissioner, Department of Watershed Management

Questions & Answers



Bureau of Buildings Organizational Chart 2006



The bureau of buildings employs 105 staff members in the areas of plan review, building inspections, arborist, technical inspections, zoning and permit issuance



Permitting Improvement Objectives



- Reduce real or perceived complexity of Atlanta's building permitting process
- Reduce time to execute current processes
- Improve technology to facilitate the process
- Improve customer perception of the process
- Improve performance relative to surrounding municipalities
- Improve investor confidence in real estate development in the City of Atlanta
- Drive greater growth in the City of Atlanta



Permitting Improvement Initiatives



- 32 improvement initiatives were suggested for implementation during 2005 and 2006, targeting three broad areas
 - Technology improvements
 - Customer education and satisfaction with process
 - Streamlined business process and policy changes
- A critical enabler to improvements is a new, comprehensive reporting and measurement system: AtIStat that begun in June 2005
- Recommendations for ordinance changes were deferred until a more complete set of data is built to drive consensus for change
 - We have established a Zoning Code review task force that has begun the review process and will continue its work through 2006



BUILDING ATLANTA



City of Atlanta Bureau of Buildings Permitting Improvement Project

Developer's Day Workshop

Luz Borrero,
Deputy Chief Operating Officer

Joseph Basista
Deputy Commissioner DWM
October 5, 2005



Stakeholders Group



Mr. A.J. Robinson, Chair, President, Central Atlanta Progress

Dr. Jane Ammons, Associate Dean of Engineering, Georgia Tech

Mr. Ken Bleakly, President, Bleakly Advisory Group

Mr. Judd Bobilin, Sr. Vice President of Development, Novare Group

Mr. Arthur Cohen, Secretary Treasurer, Tecton, Inc

Mr. Stephen Fusco, Attorney, Epstein Becker & Green, P.C.

Mr. Steve Graff, Builder, Hedgewood Properties

Mr. Marvin Greer, Director, ANDP

Mr. Jack Halpern, President, Halpern Enterprises

Mr. Paul B. Kelman, Executive Vice President, Central Atlanta Progress

Mr. David Kirk, Attorney,

Mr. Dennis McConnell, President, McConnell Homes

Mr. Lanorris Nixon, Project Executive, HJ Russell & Company

Mr. Carl Powell, President & COO, Integral Group

Ms. Pamela Smith, President & CEO, Smith Real Estate Services

Mr. Warren Snipes, Senior Vice President, Portman Holdings

Mr. Scott Taylor, President, Carter

Mr. Greg Wynn, Vice President, JLW Development, LLC



Achievements to Date



Technology

- Implemented Technical and General Repair Online Permits
- Installed 3 computers for in-house submission of online permits
- Cleaned up 95% of Kiva Land use file
- Automated issuance of CO's

Customer Service

- Hired Customer Service Manager
- Implemented intake triage service system to better direct customers
- Implemented online customer surveys
- Presented workshops to Developers in conjunction with Site Development

Facilities

- Created small plan review conference spaces
- Repositioned workspaces/employees
- Enhanced lobby area

Reporting System

- Established AtIStat and created reporting system
- Created BOB server folders for transparency and accessibility of reporting system

Restructuring

- Promoted Norman Koplon to Deputy Director of Special Projects and hired new BOB Director
- Created plan review position and hired new Sr. Architectural Engineer
- Created position and hired new Customer Service Manager
- Upgraded zoning position to Plan Review Specialist
- Created and filled extra help positions for Plumbing, HVAC, and Electrical inspectors

Business process changes

- Established Residential Automatic Plan Approval Policy
- Created Major Projects Team
- Established new small plan review system
- Established courier system

Training

- Project Management
- Kiva basic skills
- Kiva super users

Constituted Stakeholders Group



New Policies and Procedures



Residential Automatic Approval Applications

- Effective August 1, 2005
- Began accepting certified Residential Automatic Approval Applications for New One- and Two-Family Residences and Additions to One- and Two-Family Residences.
- Must be signed by a Georgia licensed architect or licensed engineer

Small Plan Review Sign-in

- Effective August 8, 2005
- Small Plan Review process is managed by the Customer Service Manager.
- Ensures faster delivery of quality reviews by our Plan Review Specialists. Plans requiring changes are reviewed by appointment.

Notarized Letter for Cost of Construction

- Effective August 22, 2005
- A notarized letter of Cost of Construction required when submitting an application for a plan review building permit.

Requirement for Multi-Family Developments

- Effective August 22, 2005
- Requires designation and square footage of every living unit for Multi-Family Developments.
- Ensures accurate data gathering and faster processing of Multi-family permits.

Routing of Plans

- Effective August 29, 2005
- BOB Courier picks up and delivers all plans from Planning, Urban Design, Site Development, Fire, Sewer, Arborist, Water, Grease Trap, Traffic, Sanitation and Plan Review.
- Will reduce the total time for permits to travel through the different departments.



Permit Service Demand Increase



Number of Permits Issued

- Increased more than 17% in 10 years, 8% in the last 5

Reported Cost of Construction

- Increased more than 200% in 10 years, 53% in the last 5

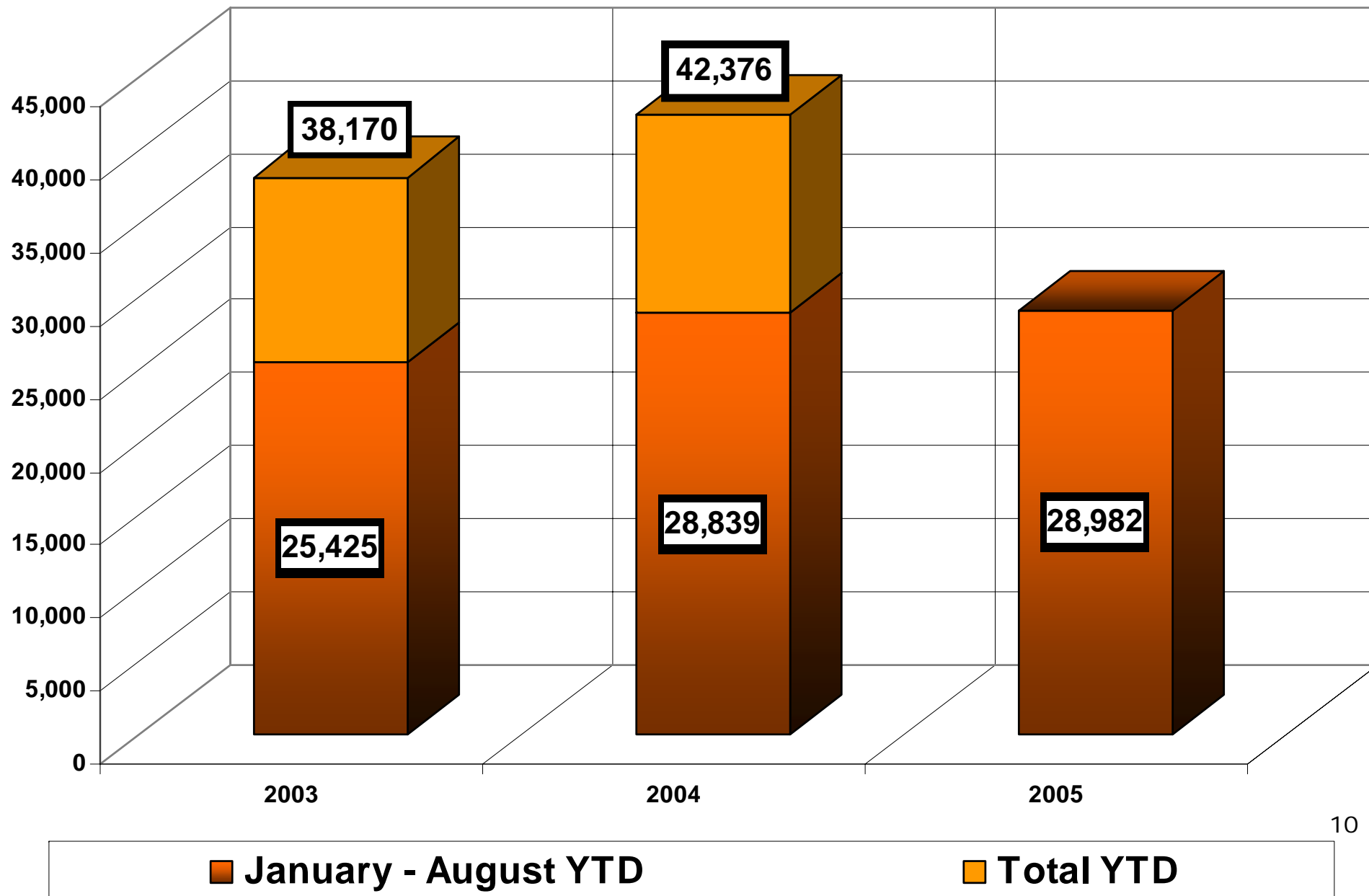
Building and Technical Permit Fees Generated *

- Increased more than 300% in 10 years, 50% in the last 5

* Note: Does not include Impact Fees

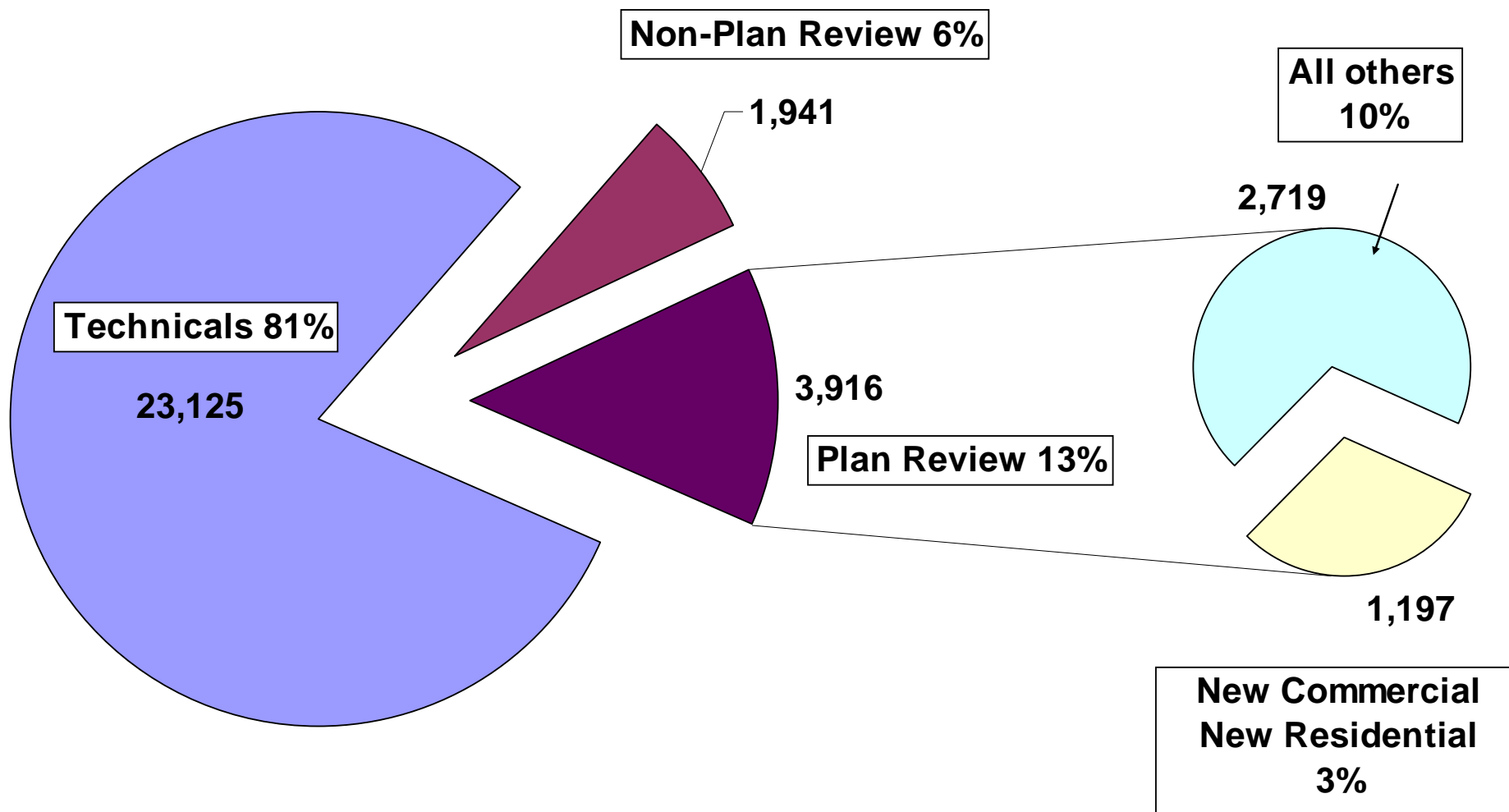


Permits Issued



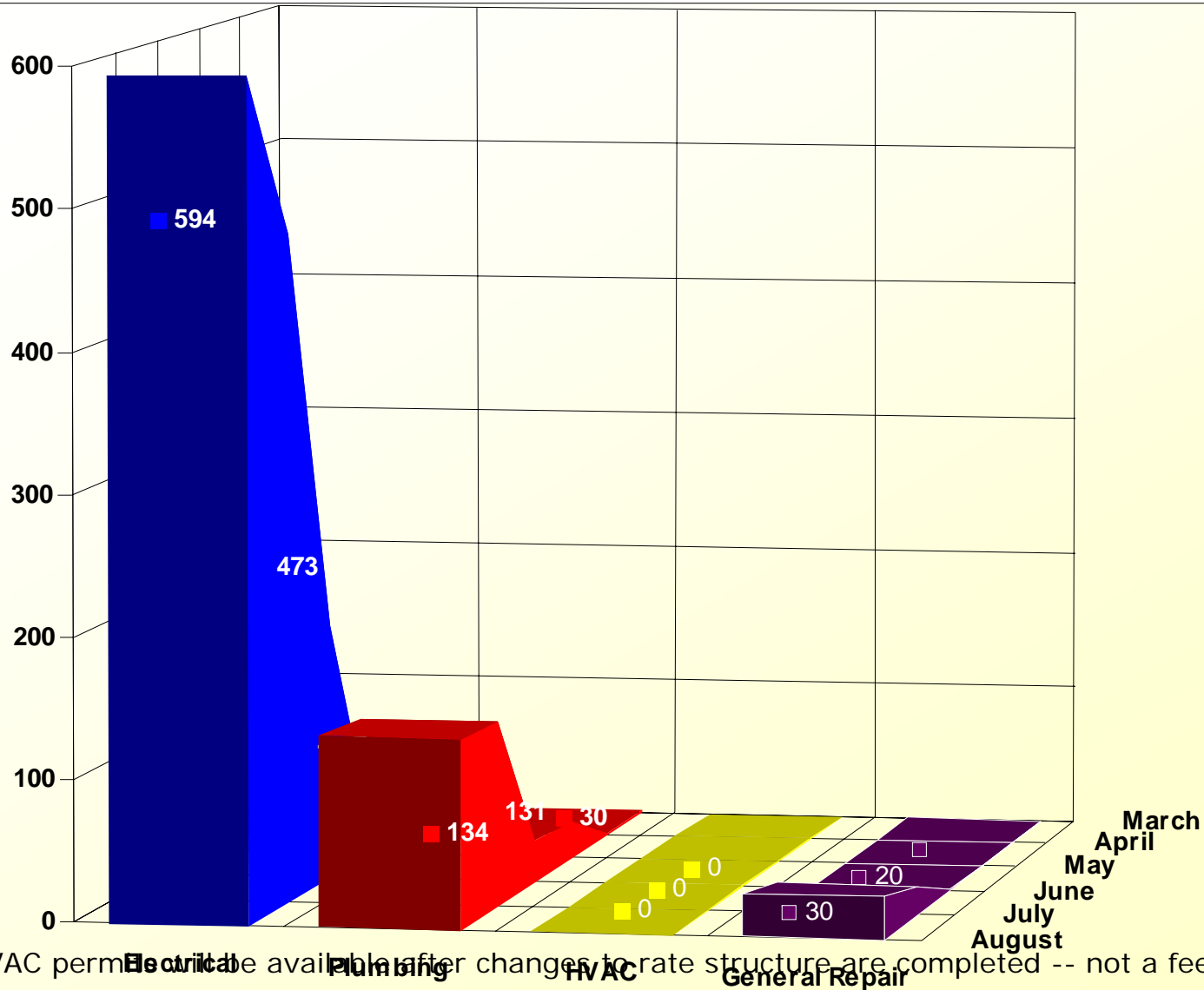


2005 YTD Permits by Type





Online Permits Issued 2005 YTD



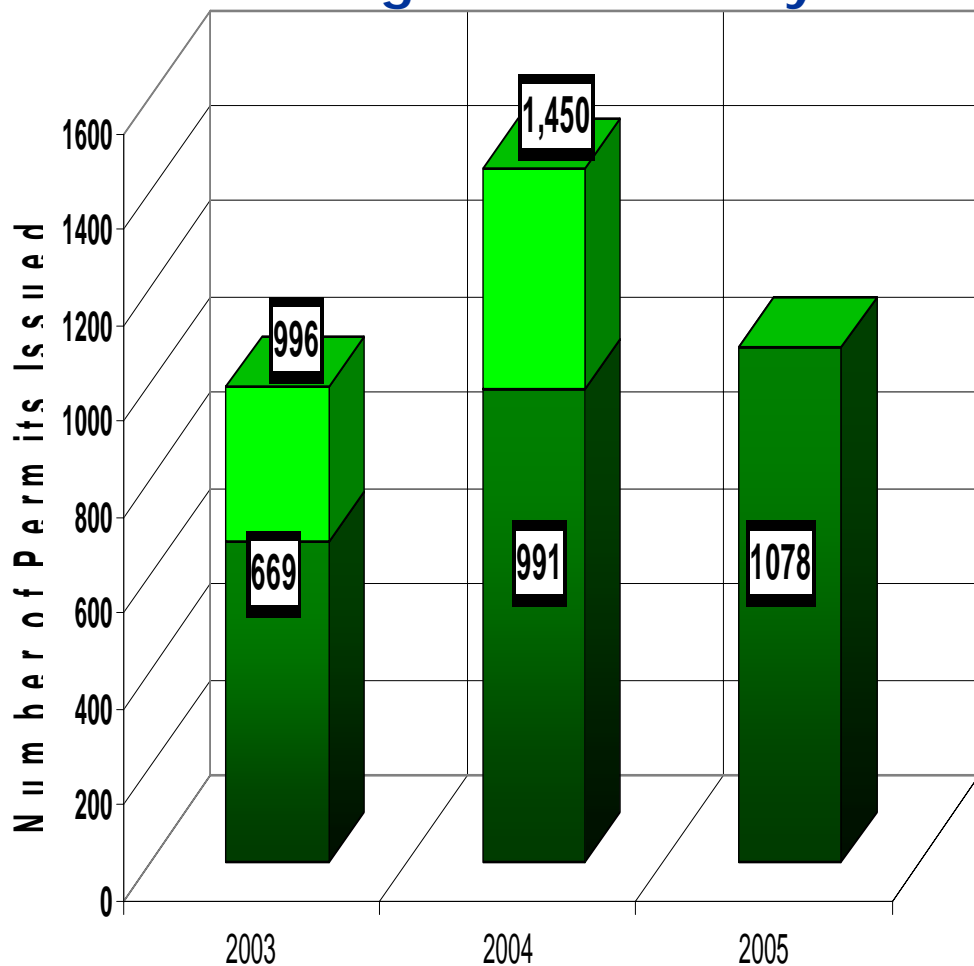
Note: Online HVAC permits will be available after changes to rate structure are completed -- not a fee increase



New Residential and Commercial Permits Issued

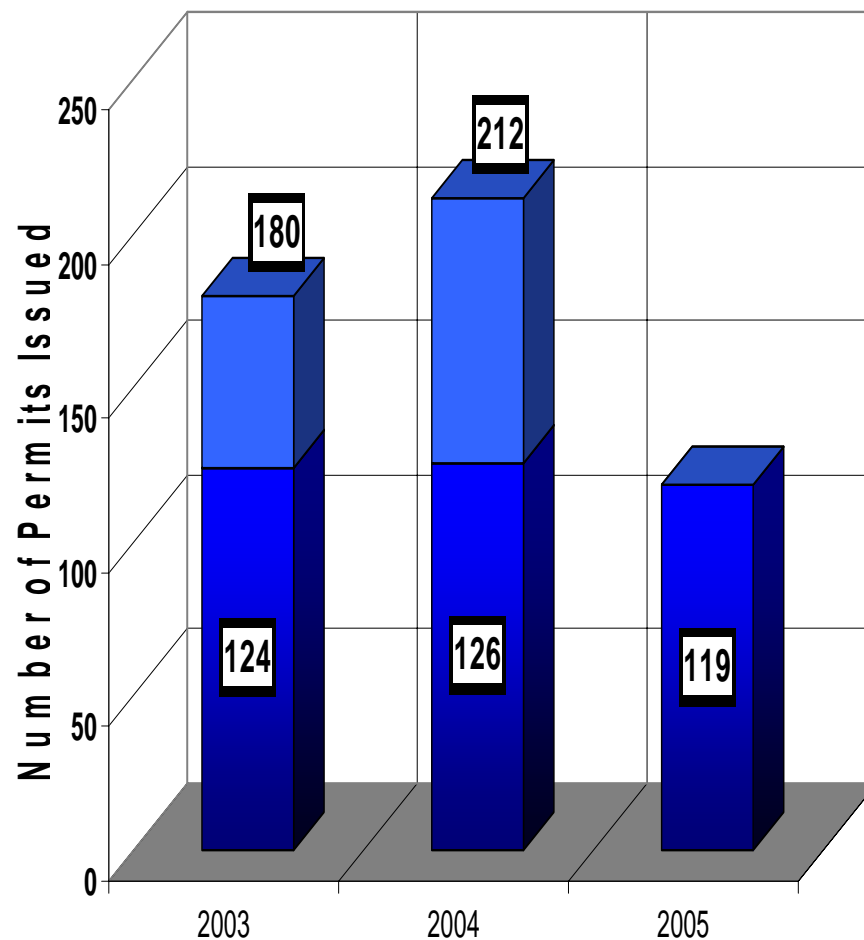


New Residential Single 1 & 2 Family



■ Jan-Aug 2003-2005 ■ Annual Total

New Commercial



■ Jan-Aug 2003-2005 ■ Annual Total

Includes: BLA1 (assembly), BLC1 (commercial), BLG1 (government), BLI1 (institutional), BLM1 (multi-family), BLS1 (educational), BLT1 (lodging residence)



Average Time to Permit Completed Applications 2005 YTD



	<u>New Commercial</u>	<u>Target Commercial</u>	<u>New Residential</u>	<u>Target Residential</u>
Average Time To Permit:	162 days	126 days	81 days	49
Average Time in Agency:				
<u>Planning</u>	not available	28	12 days	14
<u>Planning SAP/SPA</u>	not available	30	51 days	60
<u>Urban Design</u>	not available	37	7 days	55.5
<u>Zoning</u>	39 days	28	23 days	14
<u>Plan Review</u>	74 days	63	33 days	14
<u>Arborist</u>	60 days	42	29 days	21
<u>Sewer Cert.</u>	32 days	14	24 days	7
<u>Site Development</u>	87 days	56	18 days	14
<u>Sanitation</u>	6 days	5	n/a	
<u>Traffic</u>	31 days	31.5	n/a	
<u>Water</u>	19 days	14	n/a	
<u>Fire</u>	4 days	7	n/a	

Note: There is not enough information collected to demonstrate average customer time, but current projections indicate that 50% of the time to permit is customer time. This information was determined by counting the average number of reviews required per the customer.



Major Projects Team



Major projects are those with costs exceeding \$10M and having over 50 units. A potential list of 50 projects that fit this criteria has been developed, and six projects have been selected.

Purpose

- Ensures efficient issuance of building permits while delivering a high level of customer service for development projects that offered high level of complexity
- Utilizes a team approach to the permitting process enhancing coordination, communication and cooperation between departments and bureaus
- Provides a clear view of action/issues as they occur to all departments involved in the permitting process and responds and resolves any and all customer concerns as they are raised
- Develops measurements and provides accurate and timely reporting of information for the customer and the City's management

Limited Capacity

- Team consists of employees that perform team functions as part of their normal responsibilities which limits their ability to manage a large number of major projects.



Major Projects



	<u>Projected Costs of Construction</u>	<u>Units</u>	<u>Retail S.Ft.</u>
 Princeton Lakes			
Mixed-Use	\$131,555,067	654	92,000
Single Family	<u>\$142,413,025</u>	<u>849</u>	
	\$273,968,092	1,503	
 Cascades at B.E. Mays	\$ 55,000,000	621	
 Capitol Gateway Phase I	\$ 70,000,000	266	
 Atlantic Station	\$1,050,000,000		1,482,000
 Chattahoochee Villages	25,000,000	295	
 Park Pavilion @ Marietta	70,638,000		14,040
 Perry Blvd @ Habershal			
Mixed-Use	\$ 22,000,000	293	
Single Family	\$ 28,000,000	288	

7 Projects selected out of 51 that qualify

Site Development Plan Review (Land Disturbance Activities)



Objective – 1 week residential review; 2 week commercial review

Performance Parameter	End of Yr 2004	1st Q 2005	2 nd Q 2005	3rd Q 2005
Plans Submitted Per Month	180	200	220	240
Number of Review Staff	2	5	8	9
Avg Review Time -- Residential	4 weeks	3 weeks	2 weeks	1 week
Avg Review Time – Commercial	10 weeks	8 weeks	5 weeks	2 weeks

- Number of submittals increased 30% from 2004
- Budget in place and additional staff added
- Achieved objective by end of 3rd Quarter 2005

Site Development Plan Review



Reduce (to 2) the number of reviews required for approval

	1 st Q 05	2 nd Q 05	3 rd Q 05	Projected 4 th Q 05
Residential Reviews				
• Average Review Time	3 weeks	2 weeks	1 week	1 weeks
• Number of Reviews	2	2	2	2
• Total Time for Approval*	7 weeks	5 weeks	3 weeks	3 weeks
Commercial Reviews				
• Average Review Time	8 weeks	5 weeks	2 weeks	2 weeks
• Number of Reviews	3	3	3	2
• Total Time with Site Review	24 weeks	15 weeks	6 weeks	4 weeks
• Total Time for Approval**	48 weeks	30 weeks	12 weeks	8 weeks

***Add 1 week of time with applicant for residential approvals**

****Add equal amount of time with applicant for commercial approvals**

- Issued revised checklists (with subsets) – Jul/Aug 05
- Incorporated State of Georgia checklist – Sep 05
- Create “certified submittal” – Nov 05
- Require mgmt level meetings after 2nd review – Dec 05



Site Development Plan Review Additional Objectives To Serve our Customers



- **Technical Staff for Facilitation & Triage – Dec 2005**
 - Technical facilitation between applicants and reviewers
 - Perform triage analysis for submittals and re-submittals
- **Business Process Improvements – Dec 2005**
 - Residential, commercial and subdivision reviews
 - Sewer & water capacity certification reviews
- **Customer Service Database and Reps – 1st Q 2006**
 - Database of submittals and re-submittals
 - Status of submittals and routine processing information
- **Implement efficient physical environment – 1st Q 2006**
 - Reconfigure public space on 4th floor

Storm Water Mgmt Ordinance



Effective November 2004

- Applies to multi-family residential, commercial, subdivisions
- Applies to development, redevelopment and additions
- Limits peak rate of runoff to 70% of existing – entire property
- Economic disincentive for minor improvements
- Single family and duplex exempt

Amendment (July 2005)

- Apply only to the area of proposed development – up to 35%
- Balances economic development and environment
- Exempts work in r-o-w, resurfacing, ADA, public safety, incidental mechanical and electrical, dumpster pads, etc.

Capacity Certification Program



Capacity Certification Process

- Dedicated team – strict consent decree protocols
- Part of building permit process – requires approved application

Short-Term Capacity Credit Program

- Can issue new sewer connections based on sewer rehab (3:1)
- “Improve short-term condition while implementing long term relief”*

Capacity Certification Options

- Not capacity limited – issue permit
- Capacity limited – positive credits – issue permit
- Capacity limited – negative credits – issue conditional permit – can construct project, but not occupy space

“Conditional permits are small percentage of total permits”

Capacity Certification Program



Capacity Info Available Ahead of Formal Process

- Capacity team shares information with public and developers
- Performs “what if” analysis
- Develops alternative solutions for large development projects
- Contact Kendall Mitzner or Cletus Onyeka (PMT) - 404.979.6999

Capacity Information Available Online

- Go to City of Atlanta – Clean Water Atlanta Web Site
<http://www.cleanwateratlanta.org/>
- Click on “Developer Server Site – see highlighted menu items

Rate Structure Provides Funding for Sewer Rehab

- \$30M in 2005, increasing to \$50M annually 2006-20010
- Positive credit balance should be assured in 18 months

“Increased funding assures new sewer connection availability until long-term capacity relief is implemented”



Next Steps



Technology

- KIVA Upgrade from 7.1 to 7.2
- Permit status viewing online
- Automation of technical inspections
- Provide request for information and other standard forms online
- Simplify Permit Primer including illustrations
- Business license renewals and delinquent payments online

Customer Service

- Continued Workshops and meetings with developers
- Implement phone tree
- Online surveys results
- Begin Mass Customer Survey

Facilities

- Retain facility design firm to study employee needs and re-design space

Performance Management

- Institutionalize use of Bureau and employee performance reports

Staffing

- Hire Permit Coordinator
- Hire Zoning Inspector

Business Process Changes

- Consolidate payment fees
- Redesign Intake Process
- Redesign permitting forms including applications and checklists
- Establish regular pre-meetings with developers

Training

- Implement specialized training for Plan Reviewers
- Microsoft Office
- Follow-up staff retreat

Legislative Initiatives

- Initial changes to the zoning code will be presented to City Council in October
- A Tree Ordinance task force is in place charged with reviewing the Tree Ordinance



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Thank you.

We welcome your questions and comments!